

MUDFA – Proposed Action Plan for Achieving Contract Completion

Item	Description	Action	When	Who	Impact	Status
<b>1.0</b>	<b>Meetings &amp; Integrated Working Workshops</b>					
1.1	Short weekly review meetings to discuss progress, programme, information outstanding, key actions required by parties, health & safety & quality.	Meetings to be attended by tie Limited and CUS senior on-site management.	10:00AM every Friday, commencing 22 <sup>nd</sup> Aug. 08	Graeme Barclay & Dave Smith	HIGH	Meetings now arranged for 10:00AM every Monday commencing 1 <sup>st</sup> Sept 2008. Item closed.
1.2	Hold joint start-up meetings with all stakeholders prior to commencing a major section of works.	Set up joint meeting to discuss intended programme, risks and actions required.	3 weeks in advance of start on site date.	tie / CUS	MEDIUM	Agreed to set up joint meeting between tie / CUS prior to commencing each major section of work.
1.3	Monthly Progress Meetings to be reinstated.		Monthly	tie	HIGH	Next progress meeting arranged for 29 <sup>th</sup> Sept 2008 – Steven Bell and Steve Hudson to attend.
1.4	Joint weekly TQ meetings to assist in resolution of outstanding TQ's.	Agree status of outstanding TQ's and provide full comprehensive answers to TQ's.	Weekly	tie / CUS	HIGH	Meetings now arranged for every Thursday commencing 28 <sup>th</sup> Aug 2008. Item closed.
1.5	Joint weekly planning meetings to review progress and programme.		Weekly	tie / CUS	HIGH	Combine with meeting in 1) above. Item closed.
1.6	Produce matrix of meetings to be held going forward.	Agree dates of future meetings, attendees & terms of reference.	8 <sup>th</sup> Sept 2008	Graeme Barclay & Dave Smith	LOW	tie and CUS currently compiling a list of internal / joint meetings for agreement.
1.7	Joint workshops to explore contractual and other related obstructions / blockages to Work Order and Change Control processes working as anticipated under the Contract, in order to ensure schedule adherence.	Graham Christie / Graeme Barclay to liaise and resolve serious issues.	Initial meeting to be held and thereafter as required.	tie	HIGH	Ongoing, joint meetings being held to resolve issues.
1.8	Joint integration meetings to be held tie Limited / CUS / INFRACO to reduce possible abortive works.	Value engineering / scope workshops to be held to give optimum solution for the overall tram project.	Monthly.	tie	MEDIUM	Tie currently have weekly meetings with Infraco at present and will feedback any necessary info to CUS. CUS will only attend by exception if serious issue to resolve.
1.9	Lessons learned workshops to be held on completed worksites to spread best practice and aid continuous improvement.	Identify best practice.	Immediately.	Tie / CUS	MEDIUM	List of lessons learnt being compiled for joint dissemination
1.10	Explore joint INFRACO / MUDFA working patterns	Cheaper option for the Client and	Immediately	Tie / CUS	HIGH	Tie to provide tram

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	to drive efficiencies & savings, e.g. suggest that footpaths are reinstated in blacktop rather than slabs if they are to be replaced by INFRACO in any event.	improved Project and Programme Delivery.  Need start dates of Infraco input into CUS programme to identify any conflicts.				<b>structure drawings to CUS to assist in minimising any abortive works. CUS will complete work areas in line with contract requirements and to agree plan / programme except by exception and CUS will propose any areas where savings may be possible for tie agreement.</b>
<b>2.0</b>	<b>Contract Culture</b>					
2.1	No blame, no fear culture to be introduced by all parties to introduce open, trusting relationships with everyone working towards common aligned objectives. Identify problems as early as possible and thereafter people to focus on solutions rather than problems.	Resolve commercial matters to enable focus on delivery. Follow the Contract procedures and resolve issues of a critical nature in a timely manner.	Within 2 weeks	<b>tie / CUS</b>	<b>HIGH</b>	<b>Joint meetings beginning to happen – more required. Joint workshop / meal to be arranged for w/c 8<sup>th</sup> Sept 2008</b>
2.2	Improve liaison / communication with stakeholders.	Stakeholder communication to continue throughout delivery process. Agreed statements of programme intent for each area to advise local stakeholders. Communications people to be site based.	Immediately.	<b>tie / CUS</b>	<b>MEDIUM</b>	<b>Need joint tie / CUS input to ensure agreed statement to stakeholders in relation to TM / worksites is correct. CUS personnel to politely refer all public queries to tie comms people for a response.</b>
<b>3.0</b>	<b>Project Engineering &amp; Project Management</b>					
3.1	CUS will assist with early identification of street furniture to assist <b>tie</b> Limited to incorporate any necessary works into the design.	CUS will mobilise additional engineering staff to assist with this issue.  Surveys required at Haymarket, Mound, St Andrews, Picardy Place, and others.	Within 2 weeks	<b>CUS</b>	<b>MEDIUM</b>	<b>CUS will bring additional resources to site to walk the routes with tie to agree street furniture, condition and amendments to street furniture required. G Barclay / G Christie to allocate resources.</b>
3.2	CUS will complete condition surveys of infrastructure prior to entering an area. Ideally, these surveys should be done jointly with <b>tie</b>	Information will be fed back to <b>tie</b> Limited to assist with any street furniture design issues and also	Immediately.	<b>CUS</b>	<b>MEDIUM</b>	<b>As previous item.</b>

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	Limited.	incorporated into method statements.				
3.3	CUS Operations team suggesting and proposals relating to buildability improvements at design (IFI) stage.		Immediately.	<b>CUS</b>	<b>HIGH</b>	<b>CUS will input as per previously tabled MUDFA Flowchart.</b>
3.4	SDS to provide readily accessible empowered representatives to site to resolve design queries (TQ's).	Joint meetings to be held on site <b>tie</b> Limited / SDS / CUS to resolve TQ's with solution being signed.	Daily	<b>tie</b>	<b>HIGH</b>	<b>J McEwan to organise SDS rep by 5<sup>th</sup> Sept 2008</b>
3.5	SDS to bring CAD operators to site to update construction drawings to reflect TQ's and other changes.		Immediately.	<b>Tie/ CUS</b>	<b>HIGH</b>	<b>CUS to advise tie of prominent construction areas where CUS believe the IFC drawings require updating to avoid confusion as a consequence of many changes and tie will thereafter arrange the issue of updated IFC drawings incorporating the changes.</b>
3.6	Joint inspections to be held for signing off and handover of utilities items, e.g. BT chambers.	<b>tie</b> Limited / CUS / SUC representatives to meet on site and sign off works as part of handover process. Need greater involvement of SUC's on site.	Immediately.	<b>Tie / CUS</b>	<b>HIGH</b>	<b>CUS must prove BT ducts and chambers are satisfactory to build up BT confidence. CUS are currently checking ducts and chambers and will put forward for BT sign off shortly but there have been previous problems with getting Fujitsu to sign anything on behalf of BT. Tie will assist with obtaining sign off.</b>
3.7	Expedite issue of remaining Works Orders and IFC Design	Designs to be issued taking on board previous feedback from CUS and other parties in order to reduce the number of TQ's required. Circa 229 drawings remaining to be issued (i.e. around 25% outstanding) – excludes Sections 3 and Section 5.	Immediately	<b>Tie / CUS</b>	<b>HIGH</b>	<b>IFC drawings for Picardy Place to York Place now issued. CUS to identify any outstanding plates and advise tie.</b>

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3.8	Both <b>tie</b> Limited and CUS to confirm their delegated authorities' matrix. Currently Graeme Barclay is the only authorised signature.	.	Immediately	<b>tie / CUS</b>	<b>MEDIUM</b>	<b>Confirmed that if any tie personnel sign an instruction then tie will honour that instruction.</b>
3.9	Traffic Management and Enabling Works; Susan Clark's 15 weeks lead in time request; also see item 7 above.	Clear definition of roles and responsibilities of all parties and stakeholders; i.e. Work Site Phasing Plans, timings, lead in times et al.	Within 2 weeks.	<b>tie</b>	<b>HIGH</b>	<b>Confirmed that TMRP do not require 15 weeks notice but can accommodate 2 weeks notice of TM providing CUS submit good TM phasing drawings and narrative. Susan Clark to clarify TMRP requirements</b>
3.10	Content of Inspection & Test Plans will be reviewed and any shortfalls addressed.	Further training sessions to be held to further educate people in the use of I & TP's.	Immediately	<b>Graeme Strachan / Roy Pearson</b>	<b>HIGH</b>	<b>Inspection and test plans and inspection sheets are being amended / produced. G Barclay and G Christie to agree final inspection levels and method of notifying tie of available inspections.</b>
3.11	Provide details of how CUS will demonstrate that previously implemented works are satisfactory and close off recent tie QA audit.	Provide narrative outlining evidence and any further tests / inspections required.	5 <sup>th</sup> Sept 2008	<b>Graham Christie / Roy Pearson</b>	<b>HIGH</b>	<b>Narrative being produced for historical works to allow full closure of audit.</b>
<b>4.0</b>	<b>Organisational Structure and Staffing</b>					
4.1	CUS will mobilise additional engineering staff to ensure the records, etc are produced.	Handover meetings to be held to discuss and agree acceptability of CUS submissions.	To be advised.	<b>CUS</b>	<b>MEDIUM</b>	<b>Additional staff being mobilised to assist with records and documentation.</b>
4.2	Introduce new Management Structure, engineering and technical support.	Provide organogram and define key roles.	Immediately.	<b>G Christie / D Smith</b>	<b>HIGH</b>	<b>Draft Organogram produced Provide list of new staff along with Organogram.</b>
4.3	Specialist Civil Engineering resource will be responsible for enabling, reinstatement and major excavation works.	Reinstatement teams will report into John Cassidy.	Immediately.	<b>CUS</b>	<b>MEDIUM</b>	<b>John Cassidy now looking after reinstatements. Additional foremen brought to site.</b>
4.4	Implement new organisational structure, in full.		10 <sup>th</sup> Sept 2008.	<b>G Christie</b>	<b>HIGH</b>	<b>Additional resources have been mobilised to</b>

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4.5	Fully integrated joint Project Team, eliminating 'man-marking' with a culture shift that will ensure a forward facing, solutions focussed approach.	Realigned contractual and commercial structure and approach.	To be reviewed.	tie / CUS	HIGH	site – more to follow. Further discussions required after tie and CUS organogram finalised.
<b>5.0</b>	<b>Programme</b>					
5.1	Issue fortnightly updates of design issue programme and works order programme to assist in efficient planning and programming of the Works.	Discuss at aforementioned weekly programme meeting.	Fortnightly	tie	MEDIUM	J McEwan organising for tie to use design task force to speed up design delivery going forward.
5.2	Review and agree programme to give earliest possible completion date.	Rev. 07 requires further information from tie Limited. It would appear that Christmas 2008 finish is not possible. We are exploring working extended hours but due to the restraints of the working time directive and availability of skilled resources, there is only a limited amount of overtime which can be sensibly worked.	2 <sup>nd</sup> Sept 2008	tie / CUS	HIGH	Rev 07 Programme with caveats submitted for tie consideration on 2 <sup>nd</sup> Sept 2008.
<b>6.0</b>	<b>Commercial</b>					
6.1	Resolve commercial issues.		Within 2 weeks.	tie / CUS	HIGH	Discussions in progress K Gourlay / J Casserly